	Final Revision of ISD DRAFT 2/23/07 for Human Resources Review							
	Position	Antitudo Critorio to Qualify for Position	Moscuroment (Internal Lice)	High Level Measurement	Behavior Criteria To Achieve in Current Job; Required		High Level Measurement	
<u>Band</u>	Position	Aptitude Criteria to Qualify for Position	Measurement (Internal Use)	(HR, Union)	to Advance	Measurement (Internal Use)	(HR, Union)	
						Expresses and presents thoughts and ideas clearly, succinctly, and in an		
						understandable manner individually and in groups. Adjusts language, delivery, or		
						terminology to meet the needs of the audience. This competency includes any type		
						of verbal communication such as giving presentations, providing training, giving		
						testimony, speaking in person or by phone. Expresses and presents information and		
						ideas in writing which are clear, succinct, and understandable. Adjusts the language,		
						writing style, and terminology used to meet the need and level of understanding of the		
						reader. Utilizes knowledge of the structure and content of the English language,		
						including the meaning and spelling of words, rules of composition, and grammar.		
						(This competency includes any type of formal or informal written communication: i.e.		
							Demonstrated Ability /	
5	Programmer	Strong technical programming aptitude (test)	Actual Test	Test	Communication Skills (Written and Verbal)	manuals.), Supervisor Notes, Employee Notes	Documented Instances	
			Interview Responses, Past Training, Past Experience,	Documented Past Experience		Asks for more work, asks for additional responsibilities, promotes new ideas,	Demonstrated Ability /	
		Working knowledge of PC's and operating systems	Review the Application	and Training	Self Motivated	completes tasks on or before due dates, Supervisor Notes, Employee Notes	Documented Instances	
						Able to break an assignment into smaller components, able to understand what steps		
					l	must be done first to complete an assignment, offers new and useable ideas or		
		No Personnel Problems, Positive Performance	Personnel File, Supervisors File, HR Representative			solutions for the user/customer to consider (things the user had not considered),	Demonstrated Ability /	
		Reviews	Discussions	Complete Personnel Review	Ability to think logically, be creative and use imagination	Supervisor Notes, Employee Notes	Documented Instances	
						Develops feasible solutions based on logical assumptions and factual observation that		
					D D 11 O 1	reflect consideration for resources, constraints, organizational values and goals,	Demonstrated Ability /	
					Proven Problem Solver	Supervisor Notes, Employee Notes	Documented Instances	
						Able to program using a specific language with little assistance from others. Uses		
					Ability to learn and apply new application programming	available resources appropriately (books, Internet, team members and supervisor). Able to support and maintain programs for the user community with little programming	Domonstrated Ability /	
					languages quickly		Documented Instances	
					languages quickly	support from others, Supervisor Notes, Employee Notes	Documented instances	
						Able to read documentation, emails, memo's, manuals, textbooks, etc and understand		
							Demonstrated Ability /	
					Reading Comprehension	understanding when needed, Supervisor Notes, Employee Notes	Documented Instances	
					3 - 1 - 1 - 1	Defines an end result. Sets or follows a course of action to achieve it. Anticipates		
						potential obstacles and monitors progress. Organizes tasks into component parts in a		
					Ability to Plan, Organize, Gather and Conduct Research as	rational, methodical way. Collects and uses relevant information, data, and opinions,		
					appropriate for assignments	Supervisor Notes, Employee Notes	Documented Instances	
						Assumes responsibility for and delivers on commitments to the customer. Initiates		
						contacts to clarify issues or problems in a timely manner. Keeps the customer up-to-	Demonstrated Ability /	
					Service Oriented	date about activities, Supervisor Notes, Employee Notes	Documented Instances	
						Gives full attention to and makes a conscious effort to hear other's ideas, concerns,		
					l	questions, and issues with interest, empathy, and objectivity. Paraphrases and asks		
					I	questions to ensure understanding of the message when required, <i>Supervisor Notes</i> ,		
					Active Listening	Employee Notes	Documented Instances	
						Assesses situations in a logical and methodical way based on facts. Seeks root	Demonstrated Al-III.	
	NOTE AUS				Ability to Identify Problems		Demonstrated Ability /	
	NOTE: All Duties wil	l be assessed on performance appraisal			Ability to Identify Problems		Documented Instances	
					l	Achieves excellent work results by attending to details. Demonstrates an appropriate		
					l	level of precision to complete projects successfully and to execute job responsibilities in a timely manner [knows when to apply the 80/20 rule], Quality Assurance review of		
					l		Demonstrated Ability /	
					Quality, Accuracy and Attention to Detail	limitations Supervisor Notes	Documented Instances	
					assamply roomasy and recomment to Dotain	Able to perform what is asked when a final decision is made, doesn't argue with the	2 Coamonio motano	
						supervisor when the final decision is made, able to take direction from senior level		
					l	staff with no arguments, and works well with the team to move in that direction,	Demonstrated Ability /	
					Ability to Take Direction	Supervisor Notes, Employee Notes	Documented Instances	
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				High Level Measurement	Behavior Criteria To Achieve in Current Job; Required		High Level Measurement
<u>Band</u>	<u>Position</u>	Aptitude Criteria to Qualify for Position	Measurement (Internal Use)	(HR, Union)	to Advance	Measurement (Internal Use)	(HR, Union)
		All Band 5 Programmer aptitude criteria + the					
6	Programmer	following:	(see above)	(see above)	All band 5 Programmer behavior criteria + the following:	(see above)	(see above)
		Experience that clearly demonstrates execution of Band 5 Programmer duties as defined above.	Performance Reviews	Performance Reviews	Works independently with little supervision on assigned tasks	Demonstrates appropriate independence as reflected in status reports, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances
		Demonstrated responsiveness/follow-through activities	User/Customer input, Status Reports, Supervisor Notes, Employee Notes	Customer/User input	Prioritizes workload and multi-tasks to Supervisor's satisfaction	Recognizes or establishes the relative importance of multiple issues, tasks, and opportunities to maximize individual productivity as well as productivity of their team and section, potentially the division; <i>Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
		Able to produce quality and efficient code requiring little modification during testing processes.	Code reviewed by others, Supervisor Notes, Employee Notes	QA Review	Proactively seeks ways to grow and expand technical skills	Actively seeks ways to improve skill sets (OJT, reference materials, books, internet, training classes, seminars, works well with mentors and senior level staff), seeks out new technology and tools which will increase productivity or streamline business processes; Status Reports, Supervisor Notes	Demonstrated Ability / Documented Instances
		Able to produce appropriate documentation with little correction and in a timely manner	Documentation Review by others, Supervisor Notes, Employee Notes	QA Review	Analytical Thinking	Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems, work tasks and strategies; Status Reports, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances
		Demonstrated proficiency with MDT SDLC	Documentation Review by others, Status Reports, Supervisor Notes, Employee Notes	QA Review			
		Consistently meets deadlines	Work Assignments, Status Reports, Supervisor Notes, Employee Notes	Status Reports			
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<u>Band</u>	<u>Position</u>	Aptitude Criteria to Qualify for Position	Measurement (Internal Use)	(HR, Union)	to Advance	Measurement (Internal Use)	(HR, Union)
					I		
	Computer Systems	All Band 6 Programmer aptitude criteria + the					
6	Analyst	following:	(see above)	(see above)	All band 6 Programmer behavior criteria + the following:	(see above)	(see above)
		Experience that clearly demonstrates execution of Band 6 Programmer duties as defined above.	Performance Reviews	Performance Reviews	Must be able to effectively communicate with higher level staff.	Works well with higher level staff able to take direction, accept and implement the actions identified via constructive criticism, communicates potential problems or work issues effectively, earns trust and respect (higher level staff must feel as if they can depend on your ability to assist when needed), Status Reports of Senior Staff, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances
		Proficient in all programming languages needed to support assigned business areas	Code Reviews, Testing, Supervisor Notes, Employee Notes	QA of programming code and Testing	Ability to provide limited work direction to others	Provides limited work direction to peers and lower level staff, earns their trust and respect, acts as a mentor, interacts openly and honestly. Encourages others to express their viewpoints, listens and respects different viewpoints. Addresses misunderstandings directly with those involved. Maintains confidences. Demonstrates an awareness of nonverbal as well as verbal communications. Leads by example by showing honesty, reliability, and integrity. Status Reports of Peers and Lower Level Staff, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances
		Support assigned business areas	Ivotes	resung	Ability to provide illilited work direction to others	Lower Level Stail, Supervisor Notes, Employee Notes	Documented instances
		Able to develop clear and accurate programming analysis documentation and programming specs with little alterations required	Create appropriate models and documentation to support and explain the results of all program analysis tasks. Documentation Review, User/Customer approval of programming specifications (pseudo code, functional requirements, technical requirements)	QA of documentation and user/customer approval	Results Oriented	Achieves goals and brings projects, work assignments to completion. Investigates, calculates, and proceeds through a project or task to bring about a conclusion. Persists and stays focused when faced with a series of challenging or uncertain situations. Demonstrates a concern for working well or for competing against a standard of excellence. Status Reports, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances
		Provides accurate and complete scoping documents for a single application project.	Scope Review with Supervisor, User/Customer approval, Employee Notes	QA of documentation and user/customer approval	Decision Maker	Makes decisions in a timely fashion and recognizes when the decision making level is not theirs. Able to analyze all information, organize thoughts, consider the cause and effect for each decision and document the final decision. Expresses and presents the final decision to management and/or the user community. Supervisor Notes, Employee Notes	
		Delivers programming specifications at appropriate level of detail to ensure efficient programming was accomplished.	Pseudo Code, programming specifications reviewed by Supervisor, Mentor or Senior Staff to ensure the level of detail is appropriate, Status Reports by those programmers using the specifications. Code Review	·	Networking (individuals and teams)	Focuses on what he/she can do for the user/customer, builds trust and gets to know users/customers/divisions better. Establishes a growing group of contracts who's needs are understood, connects with individuals who have been with the organization for sometime and with those who are new. Attends seminars or training classes with peers in the same industry. Establishes contacts on other ISD teams and in other agencies. Joins a list-serve or two for topics of technical or business related interest. Shares knowledge, contacts and lessons learned with co-workers and management. Status Reports, Other Feedback, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances
		accomplished.	programmers using the specifications. Code Review	supervisor reedback	Networking (individuals and teams)	Identifies the necessary players who can articulate their requirements, develops	Documented instances
		Provides rudimentary level of support successfully for applications assigned to as back-up.	User/Customer feedback, Status Reports, Supervisor Notes, successful recovery performed, Employee Notes	Supervisor Approval	Requirements identification (asking the right questions and using observation techniques to draw out requirements from requesting parties)	business requirements from problem statements, conducts successful JAD sessions, asks the necessary questions to draw out the business, functional or technical requirements, especially those that may not been considered a requirement by the user/customer, Distinguishes business requirements, functional requirements, technical requirements and system specifications, identifies requirements for exception handling and high risk requirements, identifies and documents business rule drivers, prepares and performs follow-up interviews for requirements gathering. User/Customer acceptance. Status Reports from Project Leads (as appropriate), Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances
		Detail oriented	Program level documentation delivered at the appropriate level of detail to ensure user/customer requirements are met (Scoping documentation, Functional Requirements and Design, Technical Requirements and Design); Documentation Review with Supervisor, User/Customer approval	QA of documentation, user/customer approval and supervisor feedback	Ability to talk in non-technical terms to the business user in order for them to understand what you are asking of them. Critical Thinking	User/Customer Feedback, ensures clear, concise and approved functional requirements by the user/customer, <i>Meetings, JAD sessions, Supervisor Notes, Employee Notes</i> Visualizes logical structure (steps required to gain knowledge or further progress with a project or process), understands and practices the value of reasoning, organizes thoughts quickly and readily, recognizes sound arguments and decides which arguments are important and which are not worth pursuing. <i>Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances Demonstrated Ability / Documented Instances
					Negotiation and Persuasion	Identifies desired outcomes, controls the emotional atmosphere during negotiations, understands and demonstrates the need for win-win situations, understands when to walk away, understands what the triggers are to persuade the individual(s) to reach the desired outcome. <i>Meetings, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Positive Relationship Building	Understands the person's communication style (avoids conflict), takes time to understand their business processes and asks them if IT can assist in anyway, listens instead of directs, delivers the final product on time and as agreed upon, operates using an open-door policy, acts professional at all times, <i>Meetings, Supervisor Notes, User/Customer feedback, Employee Notes</i>	
					Increased role in primary and secondary matrix	Takes on additional responsibilities for application and system support, successfully recovers applications or systems with little assistance from primary contact (when available), fields user/customer questions to their satisfaction and readily makes small maintenance corrections or bug/fixes with no assistance even when primary contact is available, Status Reports, Supervisor Notes, User/Customer Satisfaction, Employee Notes	

		DRAFT 2/23/07 for Human Resources Review		High Level Measurement	Benavior Criteria To Achieve in Current Job; Required		High Level Measurer
Band	<u>Position</u>	Aptitude Criteria to Qualify for Position	Measurement (Internal Use)	(HR, Union)	to Advance	Measurement (Internal Use)	(HR, Union)
	Computer Systems	All Band 6 Computer Systems Analyst aptitude criteria			All band 6 Computer Systems Analyst behavior criteria + the	3	
evel 1	Analyst	+ the following:	(see above)	(see above)	following:	(see above)	(see above)
		Experience that clearly demonstrates execution of Band 6 Computer Systems Analyst duties as defined above.	Performance Reviews	Performance Reviews	Delivered on time critical business applications, systems and/or projects	Provides sound project management skills such that those projects he/she is designated the "lead" on are successful. Focuses on projects that are large in scope or complex (level of effort is higher than most), high risk, or critical as well as more routine or smaller scale efforts. Ensures the projects follow MDT SDLC, successfully balance triple constraints (resources, schedule, cost), and staff management of the project team was successful, Staff and Team Feedback, User/Customer Satisfaction, Status Reports, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances
		Successful user acceptance testing results	User successfully tested the application or system, no major deficiencies noted, no missed requirements found, functionality asked for was delivered, limited impact to project plan, scope or budget. User Feedback, User Documentation Review, Status Reports, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances	Works closely with Database Administration staff on Systems/Operations Team	Manages project schedules so there are no delays in the plan due to an oversight in early involvement, ensures that all proposed changes in database technology are reviewed for impact by system operations staff (if timing is critical this must be done in advance), Status Reports, System Operations Team Feedback, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances
		Able to develop complete and accurate functional specifications for small projects	Documentation is clear, concise, accurate and covers all user requirements at sufficient detail to allow technical specifications to be written without further user/customer discussions until confirmation. User/Customer Approval, Supervisor Notes/Approval, Employee Notes	Demonstrated Ability / Documented Instances	Influence and Persuasion	Demonstrates the ability to appeal to reason and emotion, makes an argument in order to convince the person to change direction for the better, uses position and credibility to persuade for the better, uses body language to influence or persuade others for the better (gestures, postures, and facial expressions, non-verbal communication), Meetings, User/Customer Feedback, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances
		Possesses a strong understanding of change control	process, uses communication skills and tool sets to understand what the change means, analyzes potential impacts to work effort (scope, project plan, schedule, resources, budget) and brings up concerns regarding other applications and business units, develops and proposes solutions for change, gains approval for change to occur (stakeholders) and implements change. User Feedback, Feedback from others within ISD, Status Reports, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances	Complex Problem Solving	Sets subgoals (based on the process of getting from the initial state to the goal state when solving a problem), practices trial and error, does brainstorming exercises (individual and team environment), utilizes deductive reasoning, approaches problems from many angles, researches existing documentation (what others thought this problem might be and what solutions were implemented previously), <i>Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
		Proven technical and/or project lead on small projects	Past project or lead experience, understanding what is required to effectively manage teams and projects, proven success, willingness to lead small projects or ac as the technical lead in the future, successfully managed triple constraints, Staff and Team Feedback, User/Customer Satisfaction, Status Reports, Supervisor Notes, Employee Notes	t Demonstrated Ability / Documented Instances	Organization Awareness	Demonstrates understanding of the larger MDT organization, high level business processes within each division, applications and systems for those business processes, peak processing times, IT resource allocation for each system and application, Status Reports, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances
					Team Building	Shares a common vision, contributes ideas and solutions, recognizes and respects differences in others, values the ideas and contributions of others, listens and shares information, asks questions and gets clarification, participates fully and keeps commitments, remains flexible and respects the partnership created by a team strives for the "win-win", has fun and cares about the team and the outcomes; <i>Staff Meetings, Supervisor Notes, Team Feedback, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Understand MDT's roles and relationships between our division and other vendors who are producing application or system solutions for other MDT business areas.	Works with the program management group within ISD as well as staff in other divisions (as appropriate) to maintain awareness of other projects/systems, provides guidance to enable ISD, SDLC compliance and appropriate levels of documentation. Status Reports, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances

Band	Position	Aptitude Criteria to Qualify for Position	Measurement (Internal Use)	High Level Measurement (HR, Union)	Behavior Criteria To Achieve in Current Job	Measurement (Internal Use)	High Level Measurement (HR, Union)
<u> </u>							
	Computer Systems	All Band 7 Computer Systems Analyst aptitude criteria			All Band 7 Computer Systems Analyst behavior criteria + th	ne	
7 level 2	Analyst	+ the following:	(see above)	(see above)	following:	(see above)	(see above)
		Experience that clearly demonstrates execution of Band 7 Computer Systems Analyst duties as defined			Provide leadership for application and/or system	Ability to use tools such as SQL Tuning Advisor, ability to enhance indexes, generate statistics showing deficiencies and improvements, table space monitoring, analyze CPU usage and response time analysis, <i>Measurable System Performance</i>	Demonstrated Ability /
		above.	Performance Reviews	Performance Reviews	performance tuning	Improvements, Status Reports, Supervisor Notes, Employee Notes	Documented Instances
		Proven Business Requirements Analysis experience	Evaluates and prioritizes the feasibility of various business initiatives, quantifies appropriate benefits and costs to support a business case, writes well-formed, tested and validated user requirements, organizes and sequences requirements into a user requirements document, validates requirements and generate use case tests, Identifies typical symptoms of business process dysfunction, ensures best practices are used, User Feedback, User Documentation Review, Status Reports, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances	Initiative	Willingness and readiness to embark upon new projects, processes or business functions, acts quickly once decisions are made, possesses the aptitude to bring forth new ideas or techniques; takes action on his/her own without waiting for instructions, self-starter and self-motivator. Status Reports, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances
		Proven Team Lead (includes project mangement) on medium systems, applications and projects	Plans, estimates, forecasts project resource needs, monitors and reports on team progress to supervisor, plays an integral role in all SDLC steps, provides technical and team leadership, works with end users with priority setting and day-to-day problems, develops and oversees all system documentation, facilitates all team meetings for assigned projects, provides regular status reports to supervisor, ensures all MDT development, programming and SDLC standards are followed, identifies contingency plans and suggests alternate solutions to any problem, Supervisor Notes, Status Reports, Team Feedback, Employee Notes	Demonstrated Ability / Documented Instances	Change Agent	Must have clout, conviction, and the charisma to make things happen, keeps people engaged, understands, but does not participate in an organization's politics, "deconstructs" an organization or process and puts it back together in original, innovative ways, a keen analyzer who can clearly and persuasively defend their analysis to the organization, speaks many organizational languages such as marketing, finance, systems management, understands the financial impacts of change, brings order out of chaos. User/Customer and Team Feedback, Status Reports, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances
		Proven experience and knowledge with database design for medium systems, including revision and maintenance tasks.	Creates logical and physical database design for medium sixed systems, identifies issues, meets with business experts, analyzes and documents the requirements from a database perspective, performs analysis of requirements and designs/modifies database schemas to meet those requirements, converts the logical database specifications into implementable physical design, leads the development of code to maintain data integrity, defines the data migration strategy between different products/versions and assists in development of data migration procedures, assists database administrators in Systems/Operations (DBA's) in defining architectural standards for database applications, QAs all database design for compliance with these standards, assists in trouble shooting and resolution of database issues, assists in the application development, debugging, configuration, and optimization from database perspective, Supervisor Notes, Systems Documentation, Employee Notes	Demonstrated Ability / Documented Instances	Judgement/Decisveness	Committed to one's decision, considers the best option and alternate solutions based on the best information available, acts quickly and swiftly, does not hesitate or postpone decisions although is willing to change a decision based on new facts/evidence, does not always side with the most popular decision if he/she thinks a better option exists. User/Customer and Team Feedback, Status Reports, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances
		Able to produce traceability matrices for all systems and applications, including the ability to successfully identify business, functional and technical specifications for any existing MDT application or system.	Relates requirements to one another, ensures all requirements identified by stakeholders have been met and validated, identifies the origin of items (for example, customer needs) and follows these items as they evolve through the project or system - (from requirements to design, throughout the source code that implements the design, and the tests that validate the requirements), enables the team to anticipate potential problems, prevents problems such as two team members implementing the same requirement in two different components, trace from requirements to tests and from tests back to requirements, Systems/Operations DBA feedback, System Documentation, Supervisor Notes, Employee Notes	Demonstrated	Mentoring Abilities and Experience	Committed, responsible, a listener, identifies solutions and opportunities, flexible, open and honest, points out effective teaching strategies (small group activities or one on-one sessions), spends time reflecting on lessons learned, points out strengths and weaknesses and brainstorms ideas for improvement, teaches effective communication skills (how to market and sell an idea, how to gain buy-in), describes best practices and why those are useful to MDT, <i>Mentoree feedback, Status Reports, Supervisor Notes, Employee Notes</i> Attends regular meetings with counterpart in Systems/Operations section and	
		Successful front line support to user and division satisfaction	division, no unsaitisified users or staff with regards to support, open and clear communication occurs at all times, no suprises for end users or staff, Supervisor Notes, Employee Notes, Interviews with end users and staff		Works with Systems/Operations Team	discusses technology and related impacts across sections; Ensures no delays in applications project plans due to an oversight in early involvement with Systems/Operations, ensures that all Systems/Operations proposed changes in technology are reviewed for impact by applications staff Status Reports, System Operations Team Feedback, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances

	Final Revision of ISD DRAF	T 2/23/07 for Human Resources Review					
	Tima rievision of 100 bits.	1 225/07 for Human resources neview			Provide leadership role in ISD process improvement activities	Actively participates in ISD process improvement activities, volunteers or readily accepts assignments, meets deadlines, presents ideas to management team, articulates the positive, markets those ideas, suggests, implements, and measures improvements to the process, Management Team Feedback, Status Reports, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances
					Ability to estimate change impacts in terms of triple constraints (time, \$\$, resources) & business effect	Understands and communicates potential change impacts to all teams affected (business, applications, systems/operations, etc), Communicates and markets for buy in, involves as many people who will be impacted as possible, responds to their concerns, removes obstacles, enables constructive feedback and obtains support from leaders, makes change stick by reinforcing the value of identified change. Successfully weaves change into the existing culture. Status Reports, User/Customer and Team Feedback, Meetings, Supervisor Notes, Employee Notes	
				High Level Measurement			High Level Measurement
Band	<u>Position</u>	Aptitude Criteria to Qualify for Position	Measurement (Internal Use)	(HR, Union)	Behavior Criteria To Achieve in Current Job	Measurement (Internal Use)	(HR, Union)
8		and 7 Senior Computer Systems Analyst aptitude ia + the following:	(see above)	(see above)	All Band 7 Senior Computer Systems Analyst behavior criteria + the following:	(see above) Demonstrates a full understanding of MDT ISD application needs in conjunction with	(see above)
	Band	rience that clearly demonstrates execution of I 7 Senior Computer Systems Analyst duties as ed above.	Performance Reviews	Performance Reviews	Strategic thinking and planning	the business IT application needs from each division, defines a mission statement for the applications team, defines core values and objectives, defines how the application strategic objectives fit into the overall MDT ISD strategic plan, teaches the strategic objectives to the applications team and ensures the team moves forward to achieve	Demonstrated Ability / Documented Instances
	applic proce	en Team Lead on large critical systems,	Plans, estimates, forecasts project resource needs, monitors and reports on team progress to supervisor, plays an integral role in all SDLC steps, provides technical and team leadership, works with end users with priority setting and day-to-day problems, develops and oversees all system documentation, facilitates all team meetings for assigned projects, provides regular status reports to supervisor, ensures all MDT development, programming and SDLC standards are followed, identifies contingency plans and suggests alternate solutions to any problem, <i>Supervisor Notes, Status Reports, Team Feedback, Employee Notes</i>	Demonstrated Ability / Documented Instances	Provide leadership role in ISD process improvement activities	Actively participates in ISD process improvement activities, volunteers or readily accepts assignments, meets deadlines, presents ideas to management team, articulates the positive, markets those ideas, suggests, implements, and measures improvements to the process, Management Team Feedback, Status Reports, Supervisor Notes, Employee Notes	Demonstrated Ability / Documented Instances
	design	en experience and knowledge with database yn for large complex systems, including revision maintenance tasks.	Creates logical and physical database design for large, complex systems, identifies issues, meets with business experts, analyzes and documents the requirements from a database perspective, performs analysis of requirements and designs/modifies database schemas to meet those requirements, converts the logical database specifications into implementable physical design, leads the development of code to maintain data integrity, defines the data migration strategy between different products/versions and assists in development of data migration procedures, assists database administrators in Systems/Operations (DBA's) in defining architectural standards for database applications, QAs all database design for compliance with these standards, assists in trouble shooting and resolution of database issues, assists in the application development, debugging, configuration, and optimization from database perspective, Supervisor Notes, Systems Documentation, Employee Notes	Demonstrated Ability / Documented Instances	Technology and Research Analysis	Able to review technology trends, analyze new tools and techniquies used in the industry, evalute those technologies and analyze existing environment, strategize and decide if MDT can utilize the new technologies, develop proposal to management including costs, timelines, current environment impact, fiscal impacts (now and future fiscal years), impacts to the ISD strategic plan, staff impacts (training), support issues, upgrade issues, impacts to the system operations team and MDT network environment.	Demonstrated Ability / Documented Instances